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OTR BULLETIN

AUGUST 1965

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GROUP 1

CIA INTERNAL USE ONLY

Editor's Corner



LORD, THOU KNOWEST THAT I AM GROW-
ING OLDER. KEEP ME FROM BECOMING
TALKATIVE AND POSSESSED WITH THE IDEA
THAT I MUST STRAIGHTEN OUT EVERY-
ONE'S AFFAIRS.

KEEP MY MIND FREE FROM THE RECITAL OF END-
LESS DETAIL. GIVE ME WINGS TO GET TO THE POINT.
SEAL MY LIPS WHEN I AM INCLINED TO TELL OF MY
ACHES AND PAINS. THEY ARE INCREASING WITH THE
YEARS AND THE LOVE TO SPEAK OF THEM GROWS
SWEETER AS TIME GOES BY.

TEACH ME THE GLORIOUS LESSON, THAT OCCASION-
ALLY I MAY BE WRONG.

MAKE ME THOUGHTFUL, BUT NOT NOSEY, HELPFUL
BUT NOT BOSSY. WITH MY VAST STORE OF WISDOM
AND EXPERIENCE IT DOES SEEM A PITY NOT TO USE
IT ALL. BUT THOU KNOWEST, LORD, THAT I WANT
A FEW FRIENDS AT THE END.

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IN THIS ISSUE ...

OTR courses scheduled to begin in September, October, and November are listed with a brief description beginning on page 7.

A new section -- courses conducted by other Agency Offices -- has been added to the Bulletin, page 16.

Bulletins in the past have featured articles on OTR courses. This month it is on [REDACTED] Training -- page 17. 25X1A

Additional courses which will be included in the fall semester of the Agency's Off-Campus Program are described in the section on Non-Agency Training beginning on page 21.

Also featured is the fall session schedule of Washington-area universities, beginning on page 36.

If you are interested in self-development, read about the programs offered by the University of Oklahoma for persons employed full time, featured in the Bulletin Board, beginning on page 1. There are also regular news items for Training Officers and Agency employees.

The Directory of Training Officers and the OTR Directory - pages 39-41.

BULLETIN BOARD

**NATIONAL
INTERDEPARTMENTAL
SEMINAR**

The projected schedule for the National Interdepartmental Seminars is:

13 September - 8 October 1965
25 October - 19 November 1965
17 January - 11 February 1966
14 March - 8 April 1966
2 - 27 May 1966

The NIS is a four-week course on counterinsurgency given for representatives of U.S. Government Agencies. The subjects covered are the study of developing nations -- critical nations designated so by the Special Group (CI) -- and with the U.S. Government's resources and activities in assisting host governments in countering insurgency on both the policy and the operational levels. The development of internal defense plans and the function of the country team in U.S. Missions are also covered.

The seminar is given at FSI and is open to middle- and senior-level officers, GS 14 or above. Under certain circumstances an operations officer in Grade GS 13 may attend. The Agency's current quota at each course is eight. Selections are made by the Director of Training about two weeks before the beginning of the course. If you are eligible and wish to take this course, check with your Training Officer.

**NEW & REVISED
HEADQUARTERS
REGULATIONS
ON TRAINING**

Four Headquarters Regulations on Training have been published recently. Two are revisions; two are new. The new regulations are on the Midcareer Training Program [REDACTED] and the Training

25X1A

25X1A

Selection Board [REDACTED]. The revised regulations are on the EOD Training Program [REDACTED] and Training at Non-CIA Facilities under the Government Employees Training Act [REDACTED].

25X1A

25X1A

25X1A

For Training Officers: We wish to call special attention to [REDACTED] dated 9 June 1965, as it redefines EOD Training Program requirements for professional and clerical personnel.

25X1A

[REDACTED] OPERATIONS
COURSE

25X1A

An [REDACTED] Operations Course will be conducted from 30 August through 20 September 1965. Registration is limited to 14 students.

25X1A

[REDACTED]
COURSE

The next [REDACTED] Course is scheduled to begin on 31 January 1966. The article, beginning on page 17 describes the types of instruction covered in seventeen weeks of training.

25X1A

INTELLIGENCE
RESEARCH
TECHNIQUES

Dates: 13 September - 8 October 1965
The class meets from 0900 to 1230 at 1000 Glebe, but on occasion visits Agency facilities and services in other buildings.

This course is intended for research analysts who are new to intelligence research and for those who have to keep up with changes in the Intelligence Community and with improvements in the support available to analysts. Research analysts from the DDI, DDP, and DDS&T usually take the course, but it is also valuable to librarians, linguists who exploit foreign language publications, document disseminators, requirements officers, and others who support intelligence research.

A text prepared especially for this course is used for background reading and the student may keep his copy as a desk reference. Each student is required to bring a research project to class, which is approved by his supervisor, on which he works during the course. The course is organized so that the student can carry his project through all

of the major steps in the research process; that is, research planning, the use of libraries and other repositories of information, assembly of data from the in-box, the use of collection programs, the analytical process, and intelligence writing and briefing techniques for disseminating finished intelligence.

25X1A

For additional information on the course, call [REDACTED] Intelligence Production Faculty, extension 2452, or call AIB/RS, extension 2365.

ORIENTATIONS FOR
TRAINING OFFICERS &
TRAINING ASSISTANTS

The next scheduled Orientation for Training Officers will be on 28 and 29 September (1 1/2 days); the Orientation for Training Assistants will be conducted on 15 September. These Orientations are conducted by the Registrar Staff and include briefings on OTR activities as related to the duties of the Training Officer and Training Assistant. If you have not attended one of these orientations, or if you have attended one some time ago and would like to be brought up-to-date on current OTR activities, you may make arrangements to do so by calling AIB/RS on extension 2365.

25X1A

NEW
TRAINING OFFICERS
AND
TRAINING ASSISTANTS

Training Officer for OCR/DDI: [REDACTED]
room 2E-61, extension 5401.

Training Assistant for TSD/DDP: [REDACTED]
[REDACTED] room 1306 R&S Building, extension 2367.

Training Assistant for OEL/DDS&T: [REDACTED]
room 6E-68, extension 4267.

25X1A

25X1A

25X1A

QUARTERLY MEETINGS
FOR ALL AGENCY
TRAINING OFFICERS

OTR will resume meetings of all Agency Training Officers so that officers in OTR and Training Officers can discuss matters of common concern affecting the training of Agency employees. The first meeting will be scheduled in early September and Training Officers will be notified of the exact date and place the latter part of August.

The Registrar invites contributions in the way of items for the agendas for these meetings.

AGENCY'S
OFF-CAMPUS
PROGRAM

Two courses have been added to the tentative fall schedule of the Agency's Off-Campus Program. For details, see page 22. A Headquarters Employee Bulletin will announce the definite schedule and dates of counseling and registration.

UNIV. OF OKLAHOMA'S
PROGRAMS FOR SELF-
DEVELOPMENT

UNDERGRADUATE AND GRADUATE DEGREES
FOR PERSONS EMPLOYED FULL TIME:

The University of Oklahoma, Norman, Oklahoma, has two programs whereby persons who are employed full time can obtain degrees by combining independent study with a short period of intensive resident instruction.

The School of Continuing Education offers the Bachelor of Liberal Studies Development Program, which breaks sharply with traditional residence credit-hour programs. The student proceeds at his own pace in a program of independent study with the assistance of a team of faculty advisers. He has flexibility in the sequence with which he prepares in three areas -- humanities, social sciences, and natural sciences. Adults with unusually rich experience and prior learning may complete the BLS in two years or less. The high school graduate should anticipate spending at least four to six years in the program. An excellent rate of progress is the completion of independent study in an area each year followed by the area seminar which is offered during the summer. Following his placement tests, the BLS applicant may complete Orientation, Advisement and Enrollment during week-end conferences scheduled for this purpose three to four times a year. Applicants who are not able to go to the University for completion of placement tests may request a copy of "The Off-Campus Procedures for Placement Testing, Orientation, Advisement, and Enrollment."

An Advanced Program in Governmental Studies was announced in early April 1965. The program offers a Master of Arts in Public Administration which may be earned by combining independent study and preparation with a six-day period of resident instruction. The curriculum gives the student an opportunity to concentrate study in one of eight areas - Political Thought and Behavior, American Government and Politics, International Relations, Urban Development and Public Policy, Social Welfare Studies, Science and Public Policy, Business and Economic Activities, and National Strength and Security.

25X1A

For more detailed information on these programs, call [REDACTED] Registrar Staff, extension 3101.

SCHEDULE OF
PRETESTS FOR
OTR CLERICAL
REFRESHER
COURSES

Purpose	:	To determine the level of shorthand or typing course for which an employee is qualified.
Place	:	2103 Washington Building Annex, Arlington Towers.
Time	:	0920 hours on the scheduled date.
Registration	:	Form 73 is sent to AIB/RS/TR for Clerical Refresher Course. AIB then registers employee with Clerical Training/IS/TR for pre-test.
Dates of Courses and Tests	:	<div>13 September - 8 October</div> <div>Pretest 8 Sep -- typewriting 9 Sep -- SHORTHAND</div> <div>18 October - 12 November</div> <div>Pretest 13 Oct -- typewriting 14 Oct -- SHORTHAND</div> <div>22 November - 17 December</div> <div>Pretest 17 Nov -- typewriting 18 Nov -- SHORTHAND</div>

AGENCY Purpose : To qualify employees for positions
QUALIFICATIONS as Agency typists or stenographers.
TESTS-FOR
CLERICALS Place : 2103 Washington Building Annex,
Arlington Towers.

Registration : Training Officer call Clerical
Training Office directly; extension
2100.

Time and Given to the Training Officer when
Day of Test : he registers his employee.

Dates : Typewriting SHORTHAND
23 August 24 August
7 September 7 September
27 September 28 September
11 October 12 October
1 November 2 November
15 November 16 November

OTR CALENDAR

SEPTEMBER						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

25X1A

China Familiarization	20 - 24 Sept
CIA Review	14 Sept
Clandestine Services Name Check	7 - 13 Sept
Clandestine Services Review	14 - 23 Sept
Clerical Refresher	13 Sept - 8 Oct
Counterintelligence Familiarization	20 Sept - 1 Oct
██████████ Operations	27 Sept - 15 Oct
Effective Speaking	13 Sept - 20 Oct
Finance & Logistics: Small Stations	27 Sept - 15 Oct
Information Reporting, Reports, & Requirements	13 Sept - 1 Oct
Intelligence Research (Map & Photo Interpretation)	13 Sept - 15 Oct
Intelligence Research Techniques	13 Sept - 8 Oct
Introduction to Communism	27 Sept - 8 Oct
Introduction to Intelligence	13 - 24 Sept
Management (For GS 11-14)	26 Sept - 1 Oct
Operations (For CTs)	13 Sept - 14 Jan
Operations Familiarization	13 Sept - 22 Oct
Orientation for Overseas	7 Sept - 8 Oct
Orientation for Training Assistants	15 Sept
Orientation for Training Officers	28 - 29 Sept
Supervision (For GS 5-10)	13 - 17 Sept
Writing Workshop (Basic)	14 Sept - 7 Oct
Writing Workshop (Intermediate)	13 Sept - 6 Oct

OCTOBER						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

25X1A

Administrative Procedures	18 - 29 Oct
Advanced Operations Seminar	11 - 22 Oct
Chiefs of Station Seminar	4 - 22 Oct
CIA Review	12 Oct
Clerical Refresher	18 Oct - 12 Nov
Communist Party Organization & Operations	11 - 29 Oct
Conference Techniques	25 Oct - 1 Dec
Counterintelligence Operations	4 - 22 Oct
██████████ Operations	25 Oct - 5 Nov
Information Reports Familiarization	11-15 Oct, 18-22 Oct
Intelligence Production (For CTs)	25 Oct - 17 Dec
Intelligence Review	28 Oct - 10 Nov
Intelligence Techniques (For CTs)	25 Oct - 12 Nov
Introduction to Intelligence (For CTs)	11 - 22 Oct
Orientation for Overseas	5 - 6 Oct
Project USEFUL	18 - 29 Oct
Senior Management Seminar	17 - 22 Oct
Support Services (For CTs)	25 Oct - 17 Dec

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OTR COURSES Scheduled on the Calendar beginning on page 7.

Administrative Procedures (2 wks - full time)

For clerical employees who support the CS at headquarters. Covers the organization, functions, general administrative regulations, and procedures of the Agency. Emphasis is on the Clandestine Services.

Advanced Operations Seminar (2 wks - full time)

For middle-grade and senior officers of the CS. Covers operational experiences of the Area Divisions.

Basic Country Survey: USSR (2 wks - full time)

For personnel whose work requires a basic and comprehensive knowledge of the Soviet Union. Covers a brief study of Tzarist Russia and significant developments within the USSR since the Communist seizure of power.

China Familiarization (1 wk - full time)

For professional employees. Covers general survey of mainland China's geography, history, economic factors, and its role in foreign affairs. Includes pronunciation of Chinese names.

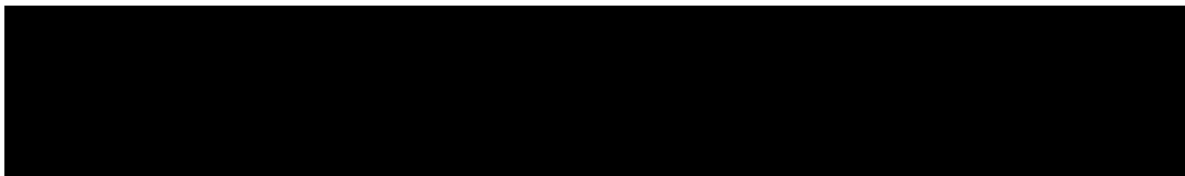
Chiefs of Station Seminar (3 wks - part time)

For Chiefs of small and medium-size stations, their deputies, Chiefs of Bases, certain Chiefs of Support, and desk officers directly supporting operations. Focus of the course is on the person of the Chief of Station and his responsibilities.

CIA Review (2 1/2 hours)

For all overseas returnees. Covers salient facts in the Agency's recent development. Includes the security reindoctrination lecture.

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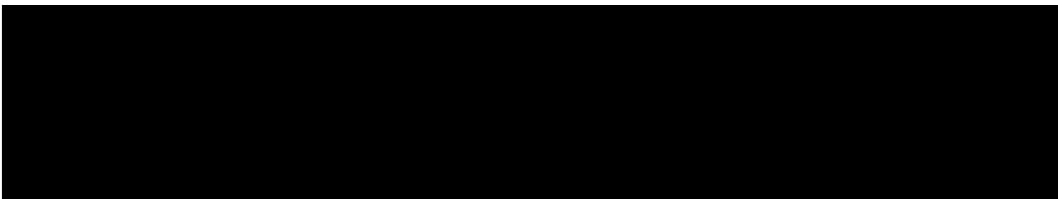
Clandestine Services Records Officers (1 wk - part time)

For CS employees to qualify them as CS Records Officers.
Covers operational factors and relationships on which to base
the decision to destroy or retain CS operational records.

Clandestine Services Review (8 days - full time)

For CS officers who have recently returned for an overseas
assignment as well as officers who support the CS. Covers the
organization and function of the Directorates; DDP is treated in
detail.

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Clerical Refresher (4 wks - part time)

For clerical employees to improve their accuracy and to develop
their speed in either shorthand or typewriting. Employees may
take separate instruction in both skills.

Communist Party Organization and Operations (3 wks - part time)

For professional employees. Covers organization and activities
of Communist parties outside the Sino-Soviet Bloc.

Conference Techniques (6 wks - part time)

For Agency officers who are responsible for planning and for
leading group discussions and conferences. The role of an effec-
tive participant is also emphasized.

Counterintelligence Familiarization (2 wks - full time)

For CS employees. Covers terminology, authorities, missions
and activity of CI; exploitation of CI records and CI reporting.

25X1A

 (3 wks - full time)

Course content will be announced in a Special Bulletin.

Counterintelligence Operations (first week - full time; second and third week - part time)

For middle-grade and senior CS officers who anticipate engaging in or supervising CI operations at headquarters or in the field. Course is divided into four parts: Introduction, Targets, Operations, and Special Aspects of Counterintelligence.

25X1A [REDACTED] Operations (3 wks - part time)

For recently assigned or experienced CS officers. Advanced seminars on covert operations. Class members discuss operational problems with senior Agency officers.

25X1A [REDACTED]

25X1A [REDACTED] Operations (1 wk - part time)

For CS officers. Emphasis is on current operational experience, problems, and opportunities in the country or region of an Area Division's concern. Tailored to the needs of the students.

Effective Speaking (6 wks - part time)

For professional personnel. Covers principles of speaking as they relate to oral presentation. Includes a lecture on selection and use of graphic aids.

Finance & Logistics: Small Stations (3 wks - full time)
(Formerly Budget and Finance Procedures)

For administrative assistants and support officers required to maintain budgetary, financial, and property records at a Class B or Type II Station. Emphasis is on all facets of financial responsibilities.

Geography of the USSR (5 wks - part time in p. m.)

For all employees who need a geographic background in regional study of the USSR. The course deals with the physical and cultural geography of the country as a whole and with each region in some detail. Military and economic geography are stressed.

Information Reports Familiarization (1 wk - full time)

For CS employees assigned as junior reports officers or those assigned to type CS reports and intelligence cables.

Information Reporting, Reports, and Requirements (3 wks - full time)

For CS employees required to report intelligence information. Covers official policies and procedures for completing a report as well as practical exercises.

Intelligence Research (Map & Photo Interpretation)(5 wks - part time)

For all employees required to use maps and aerial and ground photography for intelligence purposes. Includes industrial tours and an in-flight exercise.

Intelligence Research Techniques (4 wks - full time)

For analysts. Covers each step in the process of intelligence research.

Intelligence Review (2 wks - full time)

For middle-grade and senior officers. Covers the Agency's development under the central intelligence concept, recent organizational developments to meet current and future responsibilities, changes in functions of the intelligence community, problems of coordination, and future trends in intelligence.

Introduction to Communism (2 wks - full time)

For professional employees at EOD. Covers historical development of the USSR and Communist China and the doctrine, organization and operations of the Communist movement.

Introduction to Intelligence (2 wks - full time)

For professional employees at EOD. Covers concepts of intelligence, the intelligence agencies of the U.S. Government, and the Agency's responsibility for collection, production, and dissemination of intelligence. Includes the fundamentals of American beliefs and practices.

Management (1 wk - full time)

For officers in Grades GS 11 through GS 14. Covers up-to-date practices and attitudes applied in planning, directing and managing the work of others.

Operations Familiarization (6 wks - full time)

For CS and non-CS officers whose responsibilities in support of operations require adequate familiarization with functions of the case officer and with the programs and operations of the CS.

Operations Support (4 wks - full time)

For CS employees who support the CS at headquarters or in the field. Covers name checks, foreign travel, dispatch, pouch and cable procedures, and familiarization with tradecraft terminology. Instruction is directed to the activities in a field station.

Orientation for Overseas (2 days - full time)

For employees (and spouses) assigned to an overseas post for the first time. Covers the Agency's mission and functions, security, cover, legal and medical advice, and working effectively with people of other cultures.

Orientation for Training Assistants (1 day - full time)

For employees who support training of Agency employees. Covers procedures for admission to OTR's and non-Agency courses.

Orientation for Training Officers (1 day full-time; 2nd day 1/2 time)

For professional employees who plan training and for those connected indirectly with training matters. Outlines activities of OTR's Schools and Staffs.

Project USEFUL (2 wks - full time)

For U. S. military officers (field grade and above) and civilians in the military (GS 13 and above). Covers functions and capabilities of the Agency to support the military and the support the Agency requires of the military.

Senior Management Seminar (5 days - full time - student reports Sunday p.m.)

For GS 15s and above. Selection by Senior Training Officers. Conducted by contract instructor; features managerial grid.

Supervision (1 wk - full time)

For employees in Grades GS 5 through GS 10 who are responsible for supervision at the first level. Covers problems in planning and directing the work of others. Includes factors in motivation and communication.

Writing Workshop (Basic) (4 wks - part time - Tues & Thurs)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers basic principles of grammar and rhetoric, and elements of sentence construction and paragraph structure.

Writing Workshop (Intermediate) (4 wks - part time - Mon & Wed)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers principles of good writing including clarity, accuracy, and logic.

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NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to requirements for the professional development of Agency employees. Attendance may be sponsored by the Agency: some courses may be self-sponsored. In both cases, the Training Officer should be consulted.

Procedures for enrollment under Agency-sponsorship

A Form 136, "Training at Non-CIA Facilities," is sent to ETB by the Training Officer who is responsible for ensuring that all Agency requirements are met. For overt employees, the completed form is sent directly to the External Training Branch/RS/TR. For other employees -- those who are presently under authorized cover, or who have been under authorized cover within the last six months, or who anticipate their being under cover before the termination of the sponsored training -- the completed form is sent to ETB/RS/TR through the Central Cover Staff. A copy of each Form 136 is sent by ETB to the Office of Security for approval as an employee activity.

Procedure for enrollment under self-sponsorship

25X1A [REDACTED] an employee who takes a non-Agency course at his own expense, is required to send a written request for approval through administrative channels to the Director of Security. The request will include the subject(s) to be studied, the address and name of the school, the full name(s) of the instructor(s), and the dates and hours of instruction.

25X1A For additional information on the courses outlined in this section or on other external courses, call [REDACTED] AIB/RS/TR, on extension 3101.

ADDITIONAL COURSES
OFFERED IN AGENCY'S
OFF-CAMPUS PROGRAM

The June-July 1965 issue of the OTR Bulletin announced the tentative schedule of the Agency's Off-Campus Program. Two courses have been added to the fall semester:

George Washington University

Psych 29 PSYCHOLOGY OF CHILDHOOD
3 credit hours

A genetic approach to the study of the child. Special emphasis is placed on the socialization process, learning, and the child's view of the world.

American University

55.530 AUTOMATIC DATA PROCESSING
SYSTEMS 3 credit hours

Provides basic orientation in ADP for executives, administrators, management specialists, and students of management. Although not technical, it includes background material on technical aspects of information and data processing technology to the extent required by management. Emphasis is placed on business data systems; however, scientific applications and information storage and retrieval systems will also be considered. Previous experience with office equipment, punch card machines or electronic computers is not necessary. Instruction will be tailored to the interest and requirements of the students. This course is a prerequisite to all other AU courses in the field of systems for organizational operation and management.

Civil Service Commission

EXECUTIVE SEMINAR
IN RECRUITMENT

Dates: 8 - 10 September 1965
Designed to give managers in Grades GS-13 and

Civil Service Commission (contd)

above an understanding of the planning, conduct, and control and evaluation of recruiting campaigns.
Cost: \$75.00.

WORKSHOP ON NEGOTIATING AND IMPLEMENTING AGREEMENTS	Dates: 8-10 September 1965; 2-4 February 1966 Open to persons assigned management responsibility for negotiating agreements, for giving advice and assistance to those who negotiate agreements, or for training others who will negotiate agreements under the program of employee-management cooperation in the Federal service. Cost: \$75.00.
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FINANCIAL MANAGEMENT FOR OPERATING EXECUTIVES	Dates: 9-10 September 1965; 22-23 November 1965; 24-25 February 1966; 1-2 June 1966 Covers the line-manager's financial responsibilities and the financial aspects of total management. For Grades GS-14 and above. Cost: \$60.00.
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EXECUTIVE SEMINAR IN OPERATIONS RESEARCH	Dates: 9-10 September 1965; 14-15 February 1966 Provides an opportunity to obtain information, develop ideas, and exchange views on the effective management use of operations research. For Grades GS 15 and above. Cost: \$75.00.
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AUTOMATIC DATA PROCESSING ORIENTATION	Dates: 13-17 September 1965; 2-6 May 1966 Designed to provide knowledge of the management uses and potential of ADP systems. Emphasis is on management implications of the computer. Lack of familiarity with computer technology will not handicap participants. For Grades GS 9 and above. Cost: \$50.00.
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Civil Service Commission (contd)

AUTOMATIC DATA
PROCESSING SYSTEMS
ANALYSIS SEMINAR

Dates: 22 September - 10 November 1965
An eight-week program made up of a total of eight sessions; begins with a half-day session which is followed by seven full-day (Wednesday) sessions at weekly intervals. Covers information on systems design, its implementation, integration, control, and evaluation. For Grades GS 9 and above.
Cost: \$150.00.
(This seminar is preceded by the one-week ADP Orientation which provides an overview of uses and potentialities of ADP. The Orientation is optional; it is not a prerequisite to the Systems Analysis Seminar.)

INTRODUCTION TO
PERSONNEL
MANAGEMENT

Dates: 13-17 September 1965; 13-17 December 1965;
7-11 March 1966; 20-24 June 1966
For those entering the field of personnel management. Identifies skills needed in conducting an effective personnel program and relates them to current research findings in the behavioral sciences. For Grades GS 5 through GS 9.
Cost: \$55.00.

PERSONNEL
MANAGEMENT-IDEAS
AND AUTHORS

Four 6-hour sessions scheduled one month apart, beginning 15 September 1965. Covers some of the new ideas and developments affecting the broad field of personnel. At each session an outstanding author will discuss his book and its significance in matters of Federal management. A "guest critic" will give his views on the book. For Grades GS 13 and above.
Cost: \$75.00.

PUBLIC PROBLEMS
AND FEDERAL
PROGRAMS

Dates: 20-24 September 1965; 1-5 November 1965;
6-10 December 1965; 24-28 January 1966;
4-8 April 1966; 23-27 May 1966
A series of separate sessions to improve decision-making in the Federal Government. Provides a general review of certain political, social, and

Civil Service Commission (Contd)

economic forces affecting the nation and of fundamental, long-range factors entering into the planning and conduct of public programs. The November and April sessions will emphasize Federal-State operations and relations, the December and May sessions will focus on economic analysis and executive decisions, and the September and January sessions will focus on civil rights. For Grades GS 14 and above.

Cost: \$150.00.

BASIC CONCEPTS
IN GOVERNMENT
OPERATIONS

Dates: 20-24 September 1965; 7-11 March 1966.
Covers the organization and operations of the Federal Government. For Grades GS 5 through GS 9.

Cost: \$50.00.

INTRODUCTION TO
AUTOMATIC DATA
PROCESSING IN
FINANCIAL
MANAGEMENT

Dates: 27-28 September 1965; 10-11 February 1966
Provides an overview of the uses and potential of ADP as well as specific information relating to applications of ADP in financial activities. For Grades GS 12 through GS 15.

Cost: \$75.00.

EXECUTIVE SEMINAR
IN AUTOMATIC
DATA PROCESSING

Dates: 30 September - 1 October 1965;
17-18 February 1966
For executives who have broad responsibility for functions which are or soon may be automated. For Grades GS 15 and above.

Cost: \$75.00.

BASIC STAFFING
AND PLACEMENT

Dates: 4-8 October 1965; 25-29 April 1966
Provides an overview of the policies and practices within the Federal Government as they relate to staffing and placement. For Grades GS 5 through GS 9.

Cost: \$125.00.

Civil Service Commission (Contd)

OPERATIONS
RESEARCH
ORIENTATION

Dates: 18-22 October 1965
Provides a general overview of the management uses and potentialities of operations research. Emphasis will be placed upon adjustment in management concepts, responsibilities and organizational structure which may be necessary to derive maximum value from operations research. For Grades GS 9 and above.
Cost: \$50.00.

INTRODUCTION TO
AUTOMATIC DATA
PROCESSING IN
TECHNICAL
INFORMATION
SYSTEMS

Dates: 25-26 October 1965; 24-25 February 1966
Provides an overview of the uses and potential of ADP, and specific information relating to application of ADP in technical libraries. For Grades GS 9 and above.
Cost: \$75.00.

INSTITUTE FOR
EXECUTIVES IN
SCIENTIFIC PROGRAMS:
SCIENCE AND
GOVERNMENT POLICY

Dates: 25-29 October 1965; 7-11 February 1966
Examines concepts and issues pertaining to the organization and administration of research and engineering activities of the Federal Government. Participation is limited to scientists, engineers and science administrators, GS 15 and above.
Cost: \$150.00.

TRAINING INSTITUTE
FOR RECRUITERS

Dates: 18-21 October 1965
Designed to help Federal recruiters sharpen their skills. Stresses recruiting methods and techniques. No GS Grade limitation.
Cost: \$75.00.

General Services Administration

SOURCE DATA
AUTOMATION
ORIENTATION

Dates: 16-17 September 1965, 19-20 October 1965
Covers economies in paperwork from use of new, mechanized techniques. Intended to acquaint officials with principles and possibilities of ADP, and to provide guidance on how to identify a data processing possibility. For senior officials with

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responsibilities in the paperwork area.
Cost: \$40.00.

SOURCE DATA
AUTOMATION
WORKSHOP

Dates: 20-24 September 1965; 25-29 October 1965;
15-19 November 1965

Designed to show how paperwork can be mechanized. For senior operating officials who are in charge of large paperwork operations.
No cost.

Special Programs of the Graduate School, USDA

Attention Training Officers: Please note nomination deadlines of External Training Branch, Registrar Staff.

CRITICAL ISSUES AND DECISIONS FOR FEDERAL EXECUTIVES

Dates: 2 November - 16 December 1965;
29 March - 12 May 1966

A series of seminars held twice weekly. For career executives, GS 14 and above. Cost: \$235.00. Nomination deadline: One month in advance.

MANAGEMENT
PROGRAM FOR
EXECUTIVES IN
SCIENTIFIC AND
ENGINEERING
ORGANIZATIONS

Dates: 9-10 November 1965, 23 February -
4 March 1966, 24-25 May 1966

A program of in-town sessions and an out-of-town workshop on special management problems. Conducted in three phases. For Grades GS-13 and above. Cost: \$475.00.
Nomination deadline: Six weeks in advance.

STATISTICAL METHODS FOR FEDERAL EXECUTIVES

Dates: 12 October - 23 November 1965; 8 March - 14 April 1966 (Tuesdays and Thursdays, 9:30 - 11:30 a.m.).

A series of twelve seminars for the non-statistician who uses statistical results in planning and problem-solving. For executives, GS 13 and above. Cost: \$100.00.
Nomination deadline: Six weeks in advance.

Special Programs of the Graduate School, USDA
(Contd)

ADP FOR
FEDERAL
EXECUTIVES

Dates: 18 October - 29 November 1965 (Mon & Wed 9:30 - 11:30 a.m.)
15 February - 31 March 1966 (Tues & Thurs 9:30 - 11:30 a.m.)
A series of thirteen seminars to give executives an over-all perspective of ADP and an introduction to its principles. For Grades GS 13 and above.
Cost: \$140.00.
Nomination deadline: Six weeks in advance.

SCIENCE
INFORMATION
AND COMMUNICATIONS

Dates: 17-21 January 1966
A seminar for scientists and engineers to acquaint them with modern information services. Nominees should be working scientists and engineers and their supervisors, GS 13 and above.
Cost: \$135.00.
Nomination deadline: 1 December.

FEDERAL CONTRACT
NEGOTIATION
INSTITUTE

Dates: 1-5 November 1965; 28 February - 4 March 1966; 2-6 May 1966
For contract officers in the Federal Government, GS 9 and above. Designed to expand their knowledge of contract negotiations.
Cost: \$90.00.
Nomination deadline: Six weeks in advance.

READING
IMPROVEMENT
PROGRAM

Dates: 16 November 1965 - 3 February 1966
(Tuesdays and Thursdays for 1 1/2 hours)
A 30-hour course to improve reading efficiency of an individual with average or above-average reading ability.
Cost: \$52.00.
Nomination deadline: One month in advance.

FSI AREA
COURSES

The Foreign Service Institute is offering specially tailored area courses now for groups of 12 persons or more upon request. These courses may vary in length and treatment depending upon what is desired.

PERSONNEL
MANAGEMENT
FOR EXECUTIVES

Dates: 22 September - 1 October 1965;
27 October - 5 November 1965;
1-10 December 1965; 19-28 January 1966;
2-11 March 1966

Conducted by the Department of the Army at
Buzzards Point (formerly at the Harry Diamond
Laboratory).

For supervisory personnel in Grade GS 13 and
above. The purpose of the course is to stimulate
executives to manage human resources more ef-
fectively and provide an opportunity for them to
develop a sharper sense of direction and improved
skills.

Nomination deadline: One month in advance.

SECRETARIAL
PRACTICES

Dates: 13-17 September 1965; 11-15 October 1965
Conducted by GSA in five one-half day sessions.
The purpose of the course is to assist Federal
agencies to make more effective use of executive
time by expanding the knowledge and skills of
Government secretaries and administrative as-
sistants.

Cost: \$40.00

EVENING COLLEGE
OF THE JOHNS
HOPKINS UNIV.,
HOWARD COUNTY, MD.

A selection of graduate and undergraduate courses
and a complete program leading to the degree of
Master of Science in Engineering (with a major
in electrical engineering) is offered at The Evening
College of The Johns Hopkins University, Applied
Physics Laboratory, in Howard County. Classes
begin at 4:30 p. m.

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If you wish details on the courses offered, call
[REDACTED] Registrar Staff, extension 3101.
You may also request a brochure describing the
courses by writing The Education and Training
Office, The Johns Hopkins University, Applied
Physics Laboratory, Silver Spring, Maryland 20910.

CONFERENCES FOR
CORPORATION
EXECUTIVES

The School for Advanced International Studies,
The Johns Hopkins University, Washington, D. C.
has announced the forthcoming conferences for
the 1965-66 academic year:

Great Britain Today	4 Oct 1965
A B C in Latin America --Argentina, Brazil, and Chile	2-3 Dec 65
France and Germany, and American Investment in Europe	20-21 Jan 66
Australia and the United States	4 Mar 66
Prospects and Problems in Africa --south of the Sahara	3 Jun 66

Cost: \$50 per day or \$75 for a two-day conference.

WHEN IN ROME . . .

Customs may not be as wise as laws, but they
are always more popular. --Disraeli

There is a deep meaning in all old customs.
--Schiller

The greater the kindness of my host, the great-
er my anxiety not to impose on it. --Voltaire

Manners must adorn knowledge and smooth its
way through the world. --Lord Chesterfield

AGENCY'S TRAINING SELECTION BOARD
COURSES AND PROGRAMS

NOTE: Dates marked with an asterisk indicate nominations are closed.

ADVANCED INTELLIGENCE COURSE	7 Sept - 10 Dec 65*
Defense Intelligence School	28 Feb - 3 Jun 66

For senior officers, GS 14 and above, with at least ten years of Agency experience. The objective of the course is to prepare senior military officers and key Department of Defense civilian personnel for important command, staff, and policy-making positions in the national, unified staff, and military departmental intelligence structure.

ADVANCED MANAGEMENT PROGRAM	12 Sept - 10 Dec 65*
Harvard	13 Feb - 13 May 66

For senior officers, GS 15 and above. The aim of the course is to make the manager a more effective executive. Topics include business policy, administrative practices, business and world society, cost and financial administration, marketing administration, and problems in labor relations.

ARMY INSTALLATION MANAGEMENT COURSE	7-25 Sept 65*
Ft. Belvoir	3-22 Oct 65
	31 Oct - 20 Nov 65
	28 Nov - 17 Dec 65
	9-28 Jan 66
	6-26 Feb 66
	6-25 Mar 66
	1-20 May 66
	5-24 Jun 66

For middle-level officers, GS 11 and above. Covers techniques, practices, and fundamentals of Army installation management.

CAREER EDUCATION AWARDS	Sept 65 - June 66*
(National Institute of Public Affairs)	

For young career officers, ages 28-35 years, Grades GS 12 through GS 14 with five to ten years of civilian government service. Each award is an academic year of graduate-level study at Harvard, Chicago, Indiana, Princeton or at Virginia. Study is not to be on detailed techniques in any one field, but it is to be on principles and policy for better understanding of social, economic, and political problems confronting government administrators.

CONFERENCES FOR FEDERAL SCIENCE	17-22 Oct 65*
EXECUTIVES	16-21 Jan 66
Brookings	6-11 Mar 66

For scientists, engineers, and administrators of scientific and technical activities, GS 15 or above. Aim is to assist senior career executives in meeting their leadership responsibilities; emphasis is on scientific and related programs in Federal Government. Conducted at Williamsburg, Virginia.

CONFERENCE FOR GENERAL ADMINISTRATION	31 Oct - 12 Nov 65*
TORS	23 Jan - 4 Feb 66
Brookings	17-29 Apr 66

For senior career executives, GS 15 and above. To assist them in meeting leadership responsibilities. Provides an opportunity for study and discussion of major issues of public policy. Conducted at Williamsburg, Virginia.

EDUCATIONAL PROGRAM FOR FEDERAL OFFICIALS AT MIDCAREER	Sept 65 - Jun 66*
Princeton	

For senior officers in the Government, GS 14 and above, 30 to 45 years of age. Designed to improve the public service and to further the careers of able employees by enabling them to supplement their knowledge of the social sciences and humanities.

EXECUTIVE DEVELOPMENT PROGRAM
Kings Point, N. Y. (Conducted by CSC)

Effects of Technological Development	27 Sept - 8 Oct 65
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Skills and Goals of Management	11-22 Oct 65
Intergovernmental Programs and Problems	25 Oct - 5 Nov 65
Administration of National Security Policy	29 Nov - 10 Dec 65
International Affairs and Federal Operations	28 Feb - 11 Mar 66
The National Economy and the Federal Executive	18-29 Apr 66
Skills and Goals of Management	2-13 May 66
Effects of Technological Development	16-27 May 66
Federal Program Management	13-24 June 66

For senior officers, Grade GS 14 and above. The program is planned as an integrated curriculum which can be taken through a series of related short courses over a period of years and which will provide an understanding of significant, continuing Government responsibilities that are valuable to a career executive in any agency or function. Seminar titles for which the Agency has slots are listed above.

EXECUTIVE LEADERSHIP INSTITUTE	27 Sept - 1 Oct 65
Civil Service Commission	18-22 Apr 66

For senior executives, GS 16 and above, who have had experience in the management of Federal programs and whose duties involve them in interagency relationships. Covers basic framework of the U.S. Government, human motivation and values, means of influencing performance, and the personal responsibility of career officials for the success of the Government's departments and agencies.

EXECUTIVE PROGRAM IN BUSINESS ADMINISTRATION	12 Sept - 23 Oct 65*
Columbia	

For senior executives, Grade GS 15 and above. The course is designed to deepen the executive's understanding of the interrelationships and internal operations of his organization and the national and international economic forces which affect business; to strengthen his grasp of planning and decision-making; and to develop his administrative ability.

NATIONAL INTERDEPARTMENTAL SEMINAR	13 Sept - 8 Oct 65
Foreign Service Institute	25 Oct - 19 Nov 65
	17 Jan - 11 Feb 66
	14 Mar - 8 Apr 66
	2-27 May 66

For senior officials of the Government who are concerned with countries designated "critical" and other areas of the world where there is active or incipient insurgency. Agency candidates must be in Grades GS 14 or above (an operations officer in Grade GS 13 may be accepted under certain circumstances). Includes study of developing nations, current insurgency, U. S. resources in countering insurgency, development of internal defense plans, and the functions of the U. S. country-team.

MANAGEMENT DEVELOPMENT	<u>25th Program</u>	14-15 Sept 65*
PROGRAM FOR FEDERAL		13-22 Oct 65
EXECUTIVES		6-7 Jan 66
U. S. Department of Agriculture	<u>26th Program</u>	28-29 Oct 65
		12-21 Jan 66
		24-25 Mar 66

For officials and specialist newly assigned to positions of executive responsibility in Grade GS 14 or above and who have had little formal training in current philosophies, principles and practices of management. The program is conducted in three phases: a two-day orientation in Washington, a nine-day workshop in Williamsburg, and a two-day follow-up in Washington.

MANAGEMENT OF SCIENTIFIC AND	13-17 Sept 65
ENGINEERING ORGANIZATIONS	13-17 Dec 65
Civil Service Commission	21-25 Mar 66

For Federal science and engineering executives, Grades GS 11 - 14. Covers nature and scope of management responsibility and suggests ways the technically trained executive may more effectively perform as a manager and administrator.

MIDDLE MANAGEMENT INSTITUTE	25-29 Oct 65
Civil Service Commission	17-21 Jan 66
	11-15 Apr 66

For middle-level managers, GS 11 through GS 14. Treats the manager's need to have a broad perspective and to be current on new developments affecting management. Technological and social developments are examined in the light of their effects on the structure of government and methods of operation.

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SPEEDING THE PARTING GUEST

If you want to be accessible to office callers, yet chary of your time, here are some tips for speeding up visits:

- Keep a desk memo, and schedule all appointments consecutively. This not only organizes your day more efficiently, but has the psychological effect of speeding up visits when visitors see other waiting.
- Schedule a long talker's visit just before a conference or other important event to give yourself a valid reason for terminating the interview.
- Periodically review the record of visits on your desk memo to see if certain kinds of visits take too much time and should be cut down.
- When possible, take notes while the caller is talking so he knows you are getting his story, and then steer him politely on to another person in the firm to handle the details. Drop in briefly to see that all is well and to assure the visitor that he is getting your personal attention.

--Office Administration 9/64

FALL SESSION SCHEDULES OF
WASHINGTON-AREA UNIVERSITIES

AMERICAN UNIVERSITY

- 8 & 9 Sept: Registration for returning full-time students and new full-time transfer students.
- 9 Sept: Registration for returning part-time students and new part-time transfer students.
- 10 Sept: Registration for returning part-time students and new part-time transfer students.
- 11 & 13 Sept: Registration, general.
- 15 Sept: Classes begin.

CATHOLIC UNIVERSITY

- 20 & 21 Sept: Registration for undergraduate students.
- 22 Sept: Undergraduate classes begin.
- 22-24 Sept: Registration for graduate students.
- 25 Sept: Registration for part-time students in graduate school.
- 27 Sept: Graduate classes begin.

DEPARTMENT OF AGRICULTURE GRADUATE SCHOOL

- 11-18 Sept: Registration.
- 20 Sept: Classes begin.

D. C. TEACHERS COLLEGE

- 8 Sept: Registration for incoming freshmen.
- 9-10 Sept: Registration, general.
- 13 Sept: Classes begin.

DUNBARTON COLLEGE

8, 14, 15 Sept: Registration.

16 Sept: Classes begin.

GEORGE WASHINGTON UNIVERSITY

16-18 Sept: Registration.

20 Sept: Classes begin.

GEORGETOWN UNIVERSITY

20 Sept: Registration, sophomores and juniors.

21 Sept: Registration, seniors and graduate students.

22 Sept: Registration, freshmen, graduate students, and any others who have not registered.

23 Sept: Classes begin.

HOWARD UNIVERSITY

14-15 Sept: Registration.

16 Sept: Classes begin.

MONTGOMERY JUNIOR COLLEGE

10-13 Sept: Registration.

15 Sept: Classes begin.

PRINCE GEORGE'S COMMUNITY COLLEGE

16 Sept: Registration for returning students.

17 Sept: Registration for new students admitted in good standing.

18 Sept: Registration for new students admitted on probation.

20 Sept: Classes begin.

UNIVERSITY OF MARYLAND

13-17 Sept: Registration.

20 Sept: Classes begin.

UNIVERSITY OF VIRGINIA, NORTHERN VIRGINIA CENTER

30 Aug - 17 Sept: Registration.

20 Sept: Classes begin.

SCHOOL OF ADVANCED INTERNATIONAL STUDIES, JOHNS
HOPKINS UNIVERSITY

20 Sept: Registration.

21-27 Sept: Orientation lectures and registration conferences.

28 Sept: Class sessions begin.

Directory of Training Officers

25X1A

SENIOR	DDI	2E-52	5277
TRAINING	DDP	3C-29	7327
OFFICERS	DDS&T	6E-68	4267
	DDS	7D-10	6833
TRAINING	DCI		
OFFICERS	O/DCI	7E-07	5678
	O/IG		
	Inspection Staff	7D-49	6565
	Audit Staff	1201 Key	2231
	General Counsel	7D-07	7541
	Cable Sec	1A-53	5838
	O/BPAM	6E-08	5477
	DDI		
	O/DDI	2E-52	5277
	CGS	7F-35	4210
	OCR	2E-61	5401
	ORR	4F-29	5081
		4F-29	5131
	ONE	7E-47	5628
	OCI	6G-29	6783
		6G-29	6783
	OBI	2400 Alcott Hall	3595

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STATSPEC

██████████ Contact Service
 ██████████
 NPIC

DDS
 Administration
 Communications

Finance
 Logistics

Medical
 Personnel

Security

Training

DDS&T
 OCS
 OEL, ORD, & FMSAC
 OSA
 OSI



902 Key 2265
 1004 Key 3661
 ██████████ 3428

7D-10 6833
 GD-09 6438
 GD-09 6438
 1211 Key 2972
 1326 Qtrs I 2657
 1326 Qtrs I 2657
 1D-4044 7792
 5E-56 6772
 5E-56 6772
 4E-71 7661
 4E-71 7661
 839, 1000 Glebe 3101

GD-0404 4502
 6E-68 4267
 6B-40 7206
 6F-24 6681
 6F-24 6681

25X1A

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Office of Training Directory

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Director of Training
Deputy Director of Training
Special Assistant to the
DTR & Secretary, TSB
Executive Officer

Rm 819, 1000 Glebe 3245
Rm 819, 1000 Glebe 3245
Rm 811, 1000 Glebe 3185
Rm 830, 1000 Glebe 3107

SCHOOLS Intelligence School
Language Training School
Course Information
Operations School
School of International
Communism

Rm 711, 1000 Glebe 2326
2107 Arl Towers 3065
3271
Rm 609, 1000 Glebe 2065
Rm 736, 1000 Glebe 2442

STAFFS Career Training Program
Midcareer & Senior Officers
Courses
Plans and Policy
Registrar
Deputy Registrar
Admissions and Information
External Training

Rm 743, 1000 Glebe 3261
Rm 510, 1000 Glebe 2243
Rm 807, 1000 Glebe 3185
Rm 839, 1000 Glebe 3101
Rm 839, 1000 Glebe 3101
Rm 832, 1000 Glebe 3056
Rm 835, 1000 Glebe 3137

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